

# Scaling Social Enterprise in Developed and Developing Countries

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## KEY FINDINGS

*How to be more effective at changing the world?*

- ❖ There is regional variation in the development and implementation of social enterprise.
- ❖ Regional context, problem and solution alignment, and leveraging core competencies are vital to successful scale.
- ❖ Cases demonstrate effectiveness of model.

## INTRODUCTION

- ❖ Social Enterprise
  - ❖ Business with a social mission
  - ❖ Emerging area of academic interest
  - ❖ Examples:
    - ❖ Micro-credit movement
    - ❖ Goodwill
- ❖ Previous Research
  - ❖ Characteristics of social entrepreneurs
- ❖ Regional or country-specific case study analysis

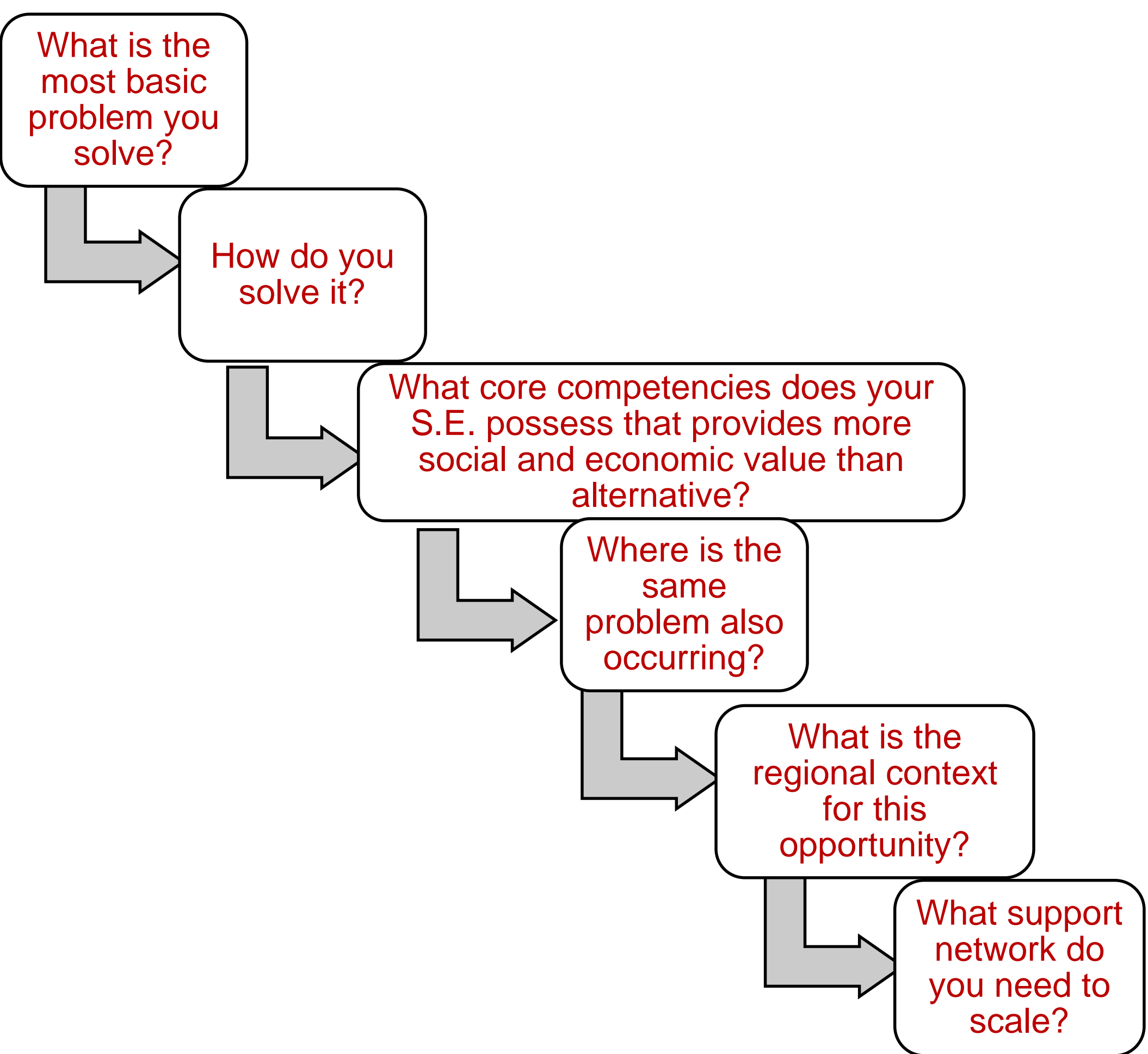
## AIM

- ❖ Is there a distinct difference between social enterprise development in developing countries and developed countries?
- ❖ If a distinct difference exists, how substantial is the difference between social enterprise development in developing countries and developed countries? Is it a barrier to scale?
- ❖ Is there a model that can be used to overcome this difference?

## METHODS

- ❖ Rigorous Literature Review
  - ❖ Limited Social Enterprise Literature
  - ❖ Commercial Entrepreneurship Literature
- ❖ Qualitative Model Development
- ❖ Case Study Analysis
  - ❖ Soles4Souls
  - ❖ Aspire FG
  - ❖ Habitat for Humanity

## PRACTICAL FRAMEWORK



## CASE ANALYSIS Soles4Souls

Problem	Lack of Employment
How?	Micro-enterprise in developing countries
Core Competencies	Logistical network, product quality
Where else?	USA
Regional Context	Market-based approach, specific groups underemployed
Support Network?	Universities, Veteran Associations

## IMPLICATIONS

- ❖ Effective use of scale to increase impact of social enterprise
- ❖ Opportunity for non-Business oriented practitioners to utilize resources more efficiently
- ❖ Greater understanding of social problems and regional context in which they develop
- ❖ Social problems stem from a variety of issues – necessary to understand causes to form solution.

## FURTHER RESEARCH

- ❖ Data Collection and empirical analysis
- ❖ Scalability framework for specific sociocultural regions in addition to economic regions
- ❖ Determine limitations of framework and analysis of scaling failure in social enterprise

## ACKNOWLEDGEMENTS

*I would like to thank Dr. Judith Tansky for her kind insight and support. This would not have been achievable without her guidance.  
I also want to thank Dr. Neil Drobny and Dr. Patricia West for their direction and feedback.*